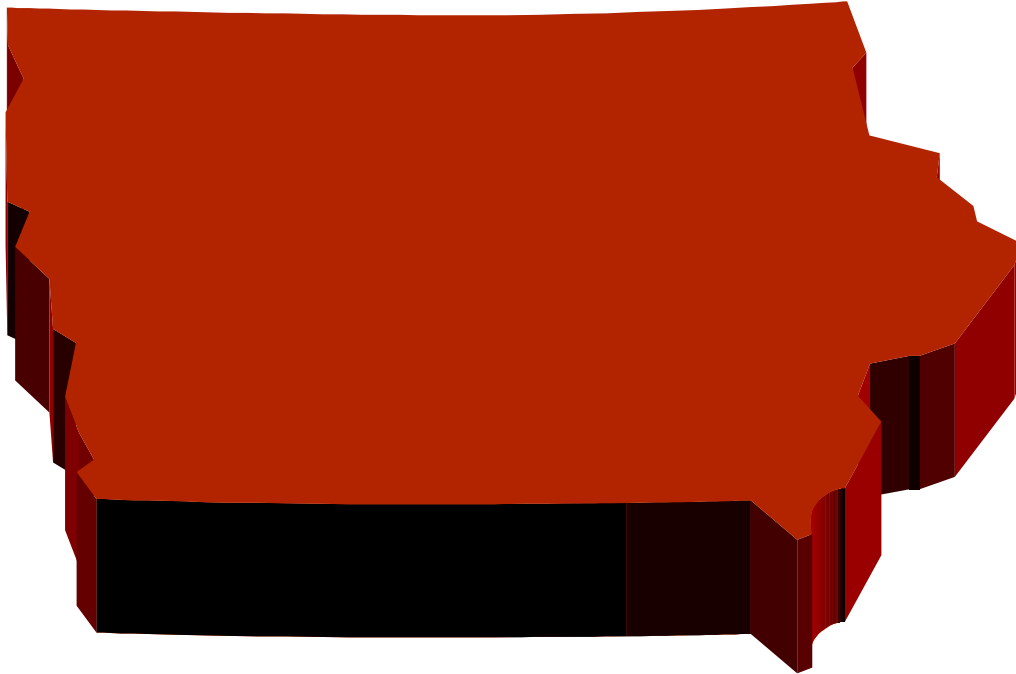# State of Iowa

Information Technology Strategic Plan

May 18,2004

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Introduction:

The State of Iowa has always prided itself in providing citizens local control of government decisions as opposed to management of programs from the top down. This has ranged from local school board control of their school districts to the management of the state's information systems. Departments, divisions, and independent agencies have had significant flexibility in the management of their information and systems and the purchasing of technology needed to support their business processes. It is critical that the INFORMATION TECHNOLOGY knowledge and experience in these entities be leveraged as we seek to bring more coordination to the enterprise level.

State departments, divisions, and independent agencies have generally done an excellent job of providing technology to support their respective business processes and customer information needs. As the awareness of the potential value of economies of scale and standardization has increased, it has become increasingly critical that IT be planned, examined and reviewed at the enterprise level in addition to the department, division, and independent agency level. This plan provides the common framework for the future management of all information technology activities in the Executive Branch. This framework will tie the plans and activities of the departments, divisions, and independent agencies into a systematic approach that will allow the business needs as identified in each entity to be met within the overall enterprise framework. Possible outcomes from this coordinated planning approach include a stronger linkage to the strategic goals of the Governor, cost savings through appropriate sharing of assets, and better customer service.

With the new age of enterprise security requirements, budget constraints, interdepartmental sharing of information, and the citizen demands for seamless access to information, the direction on the use and application of IT must come from executive level leadership, including the Governor and Executive Branch Department leaders. This plan will assist leaders in having a framework within which they can direct the development of systems based upon business needs. The Executive Branch must be responsive to the citizens by providing needed information in the most timely and cost efficient manner.

Departments, divisions, and independent agencies are and will continue to be responsible for maintaining their data, applications, and systems but the ability to share these assets with the enterprise must exist. In addition to the management and leadership that occurs for IT at the department, division, and independent agency level, management and leadership of IT must also occur at the enterprise level, specifically through the State of Iowa CIO and the CIO Council. The enterprise must establish standard planning and management processes at the enterprise level in conjunction with all departments, divisions, and independent agencies.

In the past, IT planning primary efforts has focused upon the individual department, divisions, and independent agencies. In addition, during the past several years the State of Iowa has also developed a number of Information Technology strategic plans. Many of the initiatives and recommendations in these previous plans have been implemented. However, previous enterprise IT strategic plans has been centered on the planning process along with potential projects and contained useful information, but lacked an enterprise strategic focus.

This strategic plan contains key management goals to be implemented for the entire Executive Branch. A subsequent tactical plan must be created to more fully develop each of the seven goals delineated in this strategic plan. Departments, divisions, and

independent agencies must establish their own INFORMATION TECHNOLOGY strategic and tactical plans in accordance with the enterprise plans. The overall INFORMATION TECHNOLOGY planning process must link the enterprise with each department, division, and independent agency's mission and their core functions, key services, products, and/or activities, which are supported by appropriate technology.

Assumptions

Through the plan development process the following assumptions regarding information technology were identified:

- Direction of the use and application of INFORMATION TECHNOLOGY will come from executive level leadership.
- Funding for the Executive Branch, including INFORMATION TECHNOLOGY, will remain limited for years to come.
- This plan will only apply to the Executive Branch of state government.
- IT is an asset and will be managed as such.
- Leadership of IT will occur at the enterprise level, specifically including the State CIO and the CIO Council.
- The enterprise will continue to use a standard base technology architecture
- Security requirements, both physical and electronic, will remain a high priority and require increased emphasis and resources.
- Technology advancements will continue to accelerate requiring regular upgrade investments.
- Software and applications will continue to evolve using a set life cycle.
- New software will be developed and/or acquired.
- Existing software will be upgraded and maintained.
- Obsolete software will be eliminated.
- Non-cost/beneficial software will be eliminated or changed.
- Personnel skill requirements will change with evolving technology and must be maintained to meet these changing needs.
- Existing cooperative efforts between department, divisions, and independent agencies and throughout the enterprise will continue and grow.
- The number of people supported with INFORMATION TECHNOLOGY services will continue to expand as more customers are provided greater access to internally managed information.
- The amount of information available to our customers will continue to expand.
- Appropriations will be service specific and non-specific appropriations will decrease.
- Departments, divisions, and independent agencies will be responsible for maintaining their data, which will be shared with the enterprise.
- The integration of technology including voice, video, data, and other service types will continue to become more important and necessary.
- Business continuity and operations will require additional investment and ongoing support.
- INFORMATION TECHNOLOGY exists to support and meet the identified needs of our business strategic plans.

Purpose of the Plan

The purpose of this plan is to serve as an umbrella for the enterprise INFORMATION TECHNOLOGY management and to build a foundation for departments, divisions, and independent agencies to develop their INFORMATION TECHNOLOGY strategic plans. These plans should ensure that technology enhances staff productivity and efficiency, and collects, processes, and delivers information in a timely, efficient, and secure manner, in support of the Executive Branch.

Vision

Enable the Executive Branch to effectively and efficiently manage high quality service delivery through appropriate technology.

Goals

1. Identify and share the critical information to manage the State at an enterprise level.

2. Secure and protect information through an enterprise security program.

3. Institute an INFORMATION TECHNOLOGY governance process.

4. Develop and implement an enterprise INFORMATION TECHNOLOGY architecture plan.

5. Develop and implement an INFORMATION TECHNOLOGY business continuity and contingency plan.

6. Utilize common INFORMATION TECHNOLOGY standards.

7. Develop and implement an enterprise plan for the management of an INFORMATION TECHNOLOGY investment portfolio.

Tactical Planning Development

With the strategic goals providing a roadmap to the future the next phase of the planning process is the development of an enterprise tactical plan. This plan will identify specific strategies, actions, activities, and work sequence for the implementation of each of the strategic goals. See Appendix A for planning development Alignment.

Planning Process

Selected members of the State of Iowa Chief Information Officer's Council accepted the mission to draft an Executive Branch INFORMATION TECHNOLOGY Strategic Plan. This plan provides a beginning for the Governor and other business leaders in the Executive Branch to provide guidance at an enterprise level on the overall direction and implementation of INFORMATION TECHNOLOGY. Creation of this plan included, review of past INFORMATION TECHNOLOGY enterprise plans, use of a strategic planning processes, and review of selected plans from other departments, divisions, and independent agencies and states.

Acknowledgements

Glossary

Customer: Groups or individuals who have a business relationship with the organization-- those who receive and use or are directly affected by the products and services of the organization. Customers include direct recipients of products and services, internal customers who produce services and products for final recipients, and other organizations and entities that interact with an organization to produce products and services.

Committee: means a part-time body appointed to study a specific problem and to recommend a solution or policy alternative with respect to that problem, and intended to terminate on the completion of its assignment.

Department: means a principal administrative agency within the Executive Branch of state government, but does not include independent agencies.

Division: means the subunit of a department, whether specifically created by law or created by the department for the more economic and efficient administration and operation of the programs assigned to the department.

Enterprise: The enterprise is the Executive Branch of government management structure collectively made up of the 42 separate agencies.

Executive sponsor: The executive who champions the investment, sets the terms of reference, guides the project team, and receives the progress reports and recommendations.

Independent agency: is an administrative unit which, because of its unique operations, does not fit into the general pattern of operating departments.

Information System: The organized collection, processing, transmission, and dissemination of information in accordance with defined procedures, whether automated or manual. Information systems include non-financial, financial, and mixed systems.

Information Technology Architecture: An integrated framework for evolving or maintaining existing IT and acquiring new IT to achieve the agency's strategic and IRM goals. A complete IT architecture should consist of both logical and technical components. The logical architecture provides the high-level description of the agency's mission, functional requirements, information requirements, system components, and information flows among the components. The technical architecture defines the specific IT standards and rules that will be used to implement the logical architecture.

Information technology (IT): The computer hardware, ancillary equipment, software, firmware, and related procedures, services (including support services), and other resources that are used by an organization to accomplish a function.

IT investment: The expenditure of resources on selected information technology or IT-related initiatives with the expectation that the benefits from the expenditure will exceed the value of the resources expended.

IT investment board: A decision-making body, made up of senior program, financial, and information managers, that is responsible for making decisions about IT projects and systems based on comparisons and trade off among competing projects, with an emphasis on meeting mission goals.

IT investment portfolio: The combination of all IT assets, resources, and investments owned or planned by an organization in order to achieve its strategic goals, objectives, and mission.

Information Management: The planning, budgeting, manipulating, and controlling of information throughout its life cycle.

Policy: A guiding principle, typically established by senior management, which is adopted by an organization to influence and determine decisions.

Portfolio management: The combination of practices, tools, and techniques that are used to measure, control, and increase the return on individual IT investments as well as on an aggregate enterprise level.

Return on Investment (ROI): A financial management approach that is used to explain how well a project delivers benefits in relation to its cost. Several methods are commonly used to calculate a return on investment, including: Economic Value Added (EVA), Internal Rate of Return (IRR), Net Present Value (NPV), Payback, and the use of nominal qualitative measures.

Stakeholder: An individual or group with an interest in the success of an organization in delivering intended results and maintaining the viability of its products and services. Stakeholders influence programs, products, and services.

Strategic plan: A document used by an organization to align its structure and budget with its priorities, missions, and objectives.

Strategic Planning Team: A group of individuals appointed by the chair of the CIO council in coordination with the State CIO.

Tactical Plan: It adds detail from strategic plans and identifies specific actions, strategies, activities, and work sequencing for the implementation of strategic goals.

Appendix A (Planning Development Alignment)